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# OpenHeritage

## Dissemination and Knowledge Sharing Strategy

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## Contents

<b>1. Introduction</b>	<b>4</b>
<b>2. Communication, Dissemination and Knowledge Sharing: Aims and Objectives</b>	<b>4</b>
<b>3. Communication Landscape</b>	<b>5</b>
<b>4. Approach to Dissemination and Knowledge Sharing</b>	<b>6</b>
<b>5. Target Audiences</b>	<b>7</b>
<b>6. Key Messages</b>	<b>8</b>
<b>7. Tactics: Communication Channels &amp; Dissemination and Knowledge Sharing Activities</b>	<b>10</b>
<b>8. Visual Identity</b>	<b>14</b>
<b>9. Roles and Processes</b>	<b>15</b>
<b>10. Impact Indicators</b>	<b>16</b>
<b>11. Monitoring and Evaluation</b>	<b>17</b>
<b>12. Timeline</b>	<b>18</b>
<b>Annex</b>	<b>19</b>

## 1. Introduction

This document lays out the dissemination and knowledge sharing strategy of the OpenHeritage project. Its purpose is to plan and direct the project's activities to ensure sharing of the project's knowledge as well as the dissemination and uptake of the OpenHeritage model of inclusive heritage re-use.

The strategy is structured as follows. It first identifies communication and dissemination objectives, describes the existing communication landscape and presents OpenHeritage's approach to dissemination and knowledge sharing. The strategy further specifies the project's target audiences and identifies key messages that should be conveyed to them. It continues by describing OpenHeritage's tactics in dissemination and knowledge sharing, including the communication channels to be used and dissemination and knowledge activities to be conducted. Finally, it outlines the partners' roles in the implementation of communication and dissemination activities, introduces related impact indicators and explains the procedures of their monitoring and evaluation. It concludes by providing a timeline of the implementation of all communication, dissemination and knowledge sharing activities of the OpenHeritage project.

This dissemination and communication strategy was developed under Task 6.1 of the Work Package 6; both led by the ICLEI European Secretariat (ICLEI). It draws on OpenHeritage's Description of Action and incorporates project partners' input. The strategy functions as a living document and will undergo two revisions: soon after the Heritage Points launch and the online database release (M16 and M32, to be confirmed; see details in section 7).

## 2. Communication, Dissemination and Knowledge Sharing: Aims and Objectives

The OpenHeritage project aims at creating a sustainable model of heritage assets management. The project puts at its centre the idea of inclusive governance of cultural heritage sites, which means the empowerment of the community throughout the redevelopment processes. The inclusive governance model calls for the incorporation of stakeholder coalitions into such processes, the integration of resources and the exploration of innovative financial models. In doing so, the inclusive governance allows for transforming abandoned cultural heritage (CH) sites into a major opportunity for community cohesion, social integration, innovative bottom-up economic activities and employment creation.

For reaching its goal of developing an inclusive model of CH governance, the OpenHeritage project aims at achieving several objectives. They are to produce a macro-level evaluation of current CH re-use practices in Europe, conduct an in-depth analysis of good practices of CH re-use in 16 Observatory Cases, test these practices in six Cooperative Heritage Labs, deliver a toolbox that supports their transferability and promotes the uptake of OpenHeritage's model.

The communication, dissemination and knowledge sharing aims and objectives of the project follow from these objectives and are as follows:

- **Awareness raising**
  - Demonstrate the potential of heritage as an important vehicle of economic regeneration and social integration
- **Capacity building**
  - Support the Cultural Heritage Labs in the implementation of their activities and maximise their impact using communication

- **Knowledge sharing**
  - Disseminate the knowledge developed in the project about good practices of adaptive heritage re-use and their transferability
- **Fostering change**
  - Promote the inclusive governance model of heritage re-use at local, national and European levels and ensure its uptake

### 3. Communication Landscape

The topic of adaptive heritage re-use and its role in community empowerment involves manifold stakeholders, and their activities shape the landscape in which OpenHeritage dissemination and communication activities will unfold. Therefore, it is necessary to identify the main participants of the adaptive heritage re-use discourse.

Communication landscape	
International level	
<b>UN agencies</b>	<b>International civil society organisations and networks</b>
UNESCO	ICCROM (The International Centre for the Study of the Preservation and Restoration of Cultural Property)
UNDP	ICOMOS (The International Council on Monuments and Sites)
UN-Habitat	OWHC (The Organization of World Heritage Cities)
	United Cities and Local Governments
	C40
	Culture 21
	ICLEI
Regional level	
<b>EU agencies and organisations</b>	<b>European organisations and networks</b>
EC DG EAC	Council of Europe
EC DG RTD	Heritage Europe
EUNIC	URBACT
HEREIN	EUROCITIES
	Europa Nostra
	Culture Action Europe
	ICLEI
	<b>European projects</b> (see the list in subsection 7.1)
National level	
<b>Governmental agencies, academia, civil society organisations and networks focused at:</b>	
<ul style="list-style-type: none"> <li>• Heritage Management</li> <li>• Territorial planning</li> <li>• Sustainable development</li> </ul>	
<b>National programs and projects</b>	

Local level
Local governments
Heritage sites administrations
Civil society organisations
Residents' associations

*Table 1. OpenHeritage's communication landscape.*

As part of their local dissemination strategy, the overview of stakeholders at national and local levels will be included in the Local Action Plans for the CHLs prepared in Task 4.1.

The analysis of the communication landscape demonstrates that different strategies have to be undertaken for approaching OpenHeritage's stakeholders. Particularly, the communication with local and national stakeholders will be conducted by local project partners. For reaching out to the stakeholders at European and international levels, the networks available to the project partners and members of the Advisory Board will be in the focus of dissemination activities as well as dedicated events will be conducted (see details in section 7 'Tactics').

## 4. Approach to Dissemination and Knowledge Sharing

The OpenHeritage approach to dissemination and knowledge sharing is built on the notion of openness, which is one of the key project attributes and reflected in the project title. This approach has a two-fold focus:

- open knowledge: ensuring easy access to the knowledge generated by the project, both to the end products and to the process of its development (e.g., by inviting citizens and other stakeholders to participate in the processes in the Cooperative Heritage Labs);
- open space: creating platforms where different stakeholders (e.g., local government representatives, researchers, activists and heritage professionals) can meet on an equal footing, learn from each other and establish networks.

Further, the project approach to communication, dissemination and knowledge sharing follows three key principles:

### **1) Relying on existing networks and channels as a starting point**

OpenHeritage will benefit from contacts with networks and communities that project partners and Advisory Board members already have. Links will also be made with ongoing international projects in related fields. This will enable a quick start of dissemination and knowledge sharing activities and will be later complemented with targeted outreach activities to strengthen the project's sectoral and geographic representation.

### **2) Focusing on local actions in the Cooperative Heritage Labs**

The processes in the Cooperative Heritage Labs (CHLs) supported by the experience of the Observatory Cases (OCs) are the core of the OpenHeritage project. Therefore, dissemination and knowledge sharing activities need to be anchored in what is happening locally, drawing upon real-life challenges and solutions that occur in the CHLs and OCs. Their communities are co-creators of the project and hence play a leading role in producing communication materials.

### **3) Recognising the crucial role of investor and businesses involvement**

OpenHeritage partners are aware that reaching out to investors and businesses is both a challenge and a precondition for success for the project. The project foresees targeted dissemination activities to reach such groups of stakeholders as project developers, investors and businesses (see section 7).

## 5. Target Audiences

The stakeholder analysis conducted in section 3 identified institutions that most actively form the cultural heritage discourse and, potentially, policies. The designation of project target groups takes a broader perspective and identifies further groups that should be addressed to reach project goals. Five main target audiences were identified at the initial stage of the project development. They include:

- Local actors
- Local administrations
- Potential financial partners
- Professionals and researchers
- Policymakers

For narrowing down the description of these groups, subgroups were identified and defined as primary or secondary target audiences for OpenHeritage dissemination and knowledge sharing activities. The results presented in the matrix in Table 2.

Local actors	Local administrations	Potential financial partners	Practitioners and researchers	Policymakers
<b>Primary</b>				
<ul style="list-style-type: none"> <li>- Residents of CHLs and OC</li> <li>- Residents' associations in CHLs and OCs</li> <li>- Local NGOs focused on heritage management</li> <li>- Local businesses</li> </ul>	Local administrations of CHLs and OCs, notably: <ul style="list-style-type: none"> <li>- departments coordinating heritage management</li> <li>- departments responsible for sustainable development</li> </ul>	<ul style="list-style-type: none"> <li>- Project developers</li> <li>- Investors</li> </ul>	<ul style="list-style-type: none"> <li>- Heritage management professionals</li> <li>- Researchers interested in new approaches to heritage management</li> </ul>	<ul style="list-style-type: none"> <li>- National and European policymakers, dealing with heritage management, regional and urban development, social innovation and inclusion, entrepreneurship</li> </ul>
<b>Secondary</b>				

- Residents' associations beyond the project scope	- Local administrations beyond the project scope  - Networks and associations of local administrations	- Funding institutions  - Businesses beyond CHLs	- Researchers interested in participatory governance, community empowerment, the role of culture in sustainable development	- International organisations curating topics of heritage management, urban planning, sustainable development
			- Civil society organisations focused on heritage use  - Civil society organisations focused on community empowerment	

*Table 2. Primary and secondary target audiences of OpenHeritage's communications and dissemination activities.*

## 6. Key Messages

### 6.1 Tagline

Several draft versions of the project tagline were developed in the preparation of the dissemination and knowledge sharing strategy. They are as follows:

- OpenHeritage. Rediscovering community engagement
- OpenHeritage. Redeveloping community engagement
- OpenHeritage. Upscaling community engagement
- OpenHeritage. Furthering community engagement
- OpenHeritage. Redevelopment driven by communities

The purpose of the proposed variants is to explain the project goal to an external audience. The final version of the project tagline will be selected in M4 (September 2018). The selected tagline will complement the project name and will be used in dissemination and communication products next to the project logo.

### 6.2 Overall Communication Messages

The OpenHeritage communication, dissemination and knowledge sharing activities will be built around three key messages.

#### **1) Cultural heritage is a shared responsibility and a shared opportunity**

Cultural heritage is often perceived as a burden, needing costly maintenance or restricting future development. Moreover, the current approach to heritage management – typically with limited stakeholder involvement – places this burden firmly in the hands of the public sector. OpenHeritage challenges these notions, reframing cultural heritage as a shared responsibility but also a source of opportunities, ranging from economic benefits to community empowerment and benefitting all involved parties.

#### **2) Cultural heritage comes alive with stories told by different voices**



Heritage is often equated with historical buildings, and its immaterial dimension gets forgotten. While physical sites are important manifestations of heritage, the OpenHeritage model is based on the conviction that heritage can become a catalyst of community integration and empowerment only if it accommodates different voices and perspectives existing in the community. In the analysis of Observation Cases and Cooperative Heritage Labs, OpenHeritage partners will seek to represent the multi-layer nature of each heritage site, bringing to light contested and forgotten stories. In doing so, OpenHeritage will show how inclusive governance opens up the potential of cultural heritage.

### 3) Cultural heritage may come in different forms but there is a lot to be learned from others

Many initiatives related to heritage re-use face similar challenges, e.g., building a strong sense of initiative's identity or answering the question about the prospective use of the heritage site. The OpenHeritage project seeks to create a diversified learning community, focusing on common challenges and working together to develop easily transferable solutions.

## 6.3 Communication Messages per Target Audience

The overall OpenHeritage communication messages were further deconstructed into messages that address various project's target audiences. As the interests of target audiences overlap, the specified messages address several audiences each:

Key message	Target audiences
Communities can significantly benefit from adaptive CH re-use, which is an important vehicle of their economic regeneration and social integration	<ul style="list-style-type: none"> <li>• Local actors</li> <li>• Local administrations</li> <li>• Professionals and researchers</li> <li>• Policymakers</li> </ul>
Adaptive heritage re-use allows revitalising areas that were perceived as unappealing for development	<ul style="list-style-type: none"> <li>• Local administrations</li> <li>• Potential financial partners</li> <li>• Policymakers</li> </ul>
Empowering the community throughout the redevelopment processes makes the management of CH sites sustainable and benefits all involved parties	<ul style="list-style-type: none"> <li>• Local actors</li> <li>• Local administrations</li> <li>• Potential financial partners</li> <li>• Professionals and researchers</li> <li>• Policy makers</li> </ul>
Community empowerment is at the centre of the OpenHeritage inclusive governance model of adaptive heritage re-use	<ul style="list-style-type: none"> <li>• Local administrations</li> <li>• Professionals and researchers</li> <li>• Policymakers</li> </ul>
The OpenHeritage database allows to explore existing good practices of CH re-use and understand their transferability	<ul style="list-style-type: none"> <li>• Local administrations</li> <li>• Professionals and researchers</li> <li>• Policymakers</li> </ul>
The OpenHeritage toolbox will assist authorities in the implementation of the inclusive governance model of heritage re-use	<ul style="list-style-type: none"> <li>• Local administration</li> <li>• Policymakers</li> </ul>

Table 3. OpenHeritage's communication messages per target audience.

## 7. Tactics: Communication Channels & Dissemination and Knowledge Sharing Activities

### 7.1 Communication Channels

#### **Project website**

The project website – [www.openheritage.eu](http://www.openheritage.eu) (to be launched in M6) – will serve several functions. Firstly, it will provide the information about the project implementation to all kinds of external audiences. In doing so, it will become a process diary documenting the project, facilitating its analysis and providing input for the development of OpenHeritage's governance model. The first version of the website will be launched in M6. As the next step, the web-based Heritage Points of the CHLs will become accessible through the project website in M12 (see details below). Finally, the online database of adaptive heritage re-use practices, displaying the results of the OCs analysis, will be made publicly available on the project website by M30. After the end of the project, the project partner EUTROPIAN will continue the maintenance of the website and the database.

#### **Web-based Heritage Points**

The CHLs will have their web pages called Heritage Points (Task 5.2). They will be hosted at the project website but maintained by the CHLs. Heritage Points will provide CHLs with possibilities for crowdsourcing, crowdfunding, community discussion, facilitation of stakeholder involvement and uploading the documentation of the re-use process. Information will be published in two languages (English and the local language of the CHL) to reach local and external audiences. After the project end, the Heritage Points will be maintained by the CHLs.

#### **Project social media channels**

The project is currently present in three social media channels. It has its own Facebook page @OpenHeritage.eu, where the project news and events are shared. The project presence on Twitter and Instagram is enabled via the use of the hashtag #openheritage. It allows project partners to distribute the project's information through their channels and mention the project in relevant discussions. The possibility to register dedicated project accounts on Twitter and Instagram (@OpenHeritage\_H2020) is currently considered by project partners. Furthermore, all project posts will use hashtags highlighting that they belong to the Horizon2020 project pool: #H2020 for Twitter and Facebook and #Horizon2020 for Instagram.

#### **CHLs' social media channels**

Each CHL will maintain its own Facebook page, which it will use to facilitate the involvement of local community and inform citizens about the ongoing process in the CHL. CHL's Facebook pages will be maintained mostly in local languages. For posts about key activities in CHLs, it is also recommended to use the hashtag #H2020.

#### **Advisory Board activities**

The project Advisory Board members will be involved in project communication on strategically selected occasions. They might be asked to provide a comment about a key project deliverable or participate in a particularly important project event (subject to their availability). Furthermore, the members of the Advisory Board will be invited to use their networks to reach out to investors and businesses.

List of the Advisory Board members

- Pietro Elisei, ISOCARP
- Prof. Michael Parkinson, University of Liverpool
- Luisella Pavan Woolfe Council of Europe, Office in Venice
- Dea Vidović, Kultura Nova Foundation
- Mike Renders Trans Europe Halles
- Tamás Fejérdy, ICOMOS Hungary
- Niki Frantzeskaki, Dutch Research Institute for Transition

### **Partners' channels**

The active usage of the partners' communication and dissemination channels is one of the key principles of the OpenHeritage communication approach. They include both partner-owned channels and their connections in networks and communities which promote sharing knowledge on cultural heritage and sustainable development: ICLEI, ISOCARP, URBACT, EU Urban Agenda, Council of Europe, UNESCO and Citymakers. The detailed map of partners' communication channels will be created in M4.

### **Liaison with related projects**

OpenHeritage will benefit from knowledge and expertise gained in other European projects operating at the intersection of heritage re-use, community empowerment and sustainable development. The list of such ongoing projects includes, but not limited to ROCK, RURITAGE, EUCANET, CLIC, ARCHES, Forget Heritage, REACH, PLUGGI, EMOTIVE, POEM. Public communication between these projects already occurs, and OpenHeritage will take an active role in it via, where appropriate, sharing these projects' information in social media channels, tagging them in own posts, inviting and participating in relevant events. This will generate a reciprocal effect and include OpenHeritage in the ongoing European dialogue on sustainable heritage re-use.

Additionally, to strengthen projects' dissemination efforts dedicated web pages will be created at their websites displaying related EU projects on sustainable heritage management. Such web pages will be created at least at the websites of those projects where ICLEI is involved as a partner (OpenHeritage, ROCK, RURITAGE, CLIC), and other projects will be encouraged to launch such web pages.

OpenHeritage also participated in REACH's opening conference, organised in May 2018, allowing the project to gain international recognition even before its official launch in June. Further collaboration is planned for the fall semester of 2018, organising a common event with REACH's Hungarian partner, the ELTE University.

Finally, the ROCK project has already initiated an exchange workshop series for related projects. The upcoming workshops are to be dedicated to the introduction of a web-platform 'Innovators in Cultural Heritage' (November 2018) and the involvement of new financial partners (dates to be confirmed). The OpenHeritage project will participate in these events.

### **Academic journals**

OpenHeritage will strive to ensure open access to the research results stemming from its activities. When possible, scientific publications based on research conducted in the project will be published on the project website as well as distributed through the partners' dissemination channels.

## 7.2 Dissemination and Knowledge Sharing Products

### **Policy briefs**

A series of five policy briefs will be prepared over the course of the project, targeted at local authorities, policy makers and other heritage professionals. It is foreseen that findings of each project WP (WPs from 1 to 5) will be presented in a dedicated policy brief.

### **Project leaflet**

A project leaflet providing concise information about the project will be developed at the early stage of the project implementation. Project partners will be encouraged to translate the text of the leaflet into local languages, and the translated versions of the leaflet will be prepared for the distribution on a local level.

### **Video reports**

During site visits to the Observatory Cases, project partners will prepare short videos (one for each OC) displaying the innovating processes of heritage re-use that unfolds there (Task 2.1). These video reports will be uploaded on the OpenHeritage database as well as distributed through project communication channels to disseminate the information about OCs' experience to project target audiences.

### **OpenHeritage database**

By the second half of the project (M30), an online database will be available displaying the results of the analysis conducted in WP1 (overview of the European policies of heritage re-use) and WP2 (analysis of the Observatory Cases). In doing so, the database will allow comparing the institutional environment with the actual practice of adaptive re-use. The database will be freely available at the project website, and it will be used as a tool in the OpenHeritage knowledge sharing activities (the teaching course curriculum and training programs).

## 7.3 Dissemination and Knowledge Sharing Activities

### **Local outreach and capacity building activities in the CHLs**

As a part of their Local Action Plans implementation, CHLs will conduct local outreach and capacity building activities, including workshops, seminars, exhibitions, pop-up events, crowdfunding and crowdsourcing campaigns. They will aim at energising local communities and reaching out to the CHLs residents and local administrations through local media.

### **National workshops in the CHLs**

For conveying OpenHeritage's messages to policymakers, professionals and potential financial partners on a national level, every CHL site will organise one national workshop where the intermediate project results will be presented.

### **OpenHeritage Dialogues**

The OpenHeritage Dialogues are interactive events involving various kind of stakeholders (approx. 30 participants each) and focused on different key aspects of adaptive heritage re-use (community involvement and governance; urban and regional development; economic sustainability and business models). Their purpose will be to share first OpenHeritage's conclusions and receive stakeholders and potential multipliers' feedback. The Dialogues will be conducted during the third project year (months 24—36) in three CHL locations – Sunderland, Warsaw and Pomáz.

### **Informed Cities Forums**

Two Informed Cities Forums will be organised by OpenHeritage as a part of the well-recognized Informed Cities Forum series. The conference will be an important tool to raise awareness on a European level; they also will offer an opportunity to link up with the parallel H2020 projects, representatives of which will be invited to present and compare progress. The events will take place in September 2019 and November 2021 in Warsaw and Budapest respectively. The one-and-a-half-day Forums are foreseen to attract 80—120 participants each, their primary audience being local and national policymakers, researchers and professionals working in the heritage re-use and urban development areas as well as civil society and business actors. Whereas the first conference will be primarily aimed at calling attention to the topic of adaptive re-use and introducing the concept of the inclusive model for adaptive re-use, the second one will disseminate the results of OpenHeritage. Both events will contribute to forging new links and better understanding between key actors and the dissemination of the project findings to its target audiences Europe-wide.

### Training programme for professionals

A training programme for professionals will be developed and implemented in months 30 to 42. The programme will consist of five workshops held in Observatory Case locations (Budapest, Berlin, Turin, Bucharest and Lisbon). Their target audience will be practitioners involved in the adaptive re-use of heritage (e.g., public officers, spatial developers, property owners, heritage professionals, community finance professionals, social entrepreneurs and community organisers; approx. 15-20 participants for each workshop), including those living or working in the OCs proximity, but not directly involved in them. The workshop participants will study the development process of the OC situated in their country, considering a variety of development scenarios, financial, business and governance models. Besides knowledge dissemination, the workshops are aimed at developing cooperation skills among the participants. An adaptable blueprint of the training programme will be prepared in M48.

### Study course curriculum

OpenHeritage will develop a curriculum of a study course, which will be integrated into the Master of Arts programme ‘Cultural Heritage Studies’ offered by the project partner CEU. The course will introduce students into the innovative heritage management model developed in the OpenHeritage project, focusing on how this model fits into the existing heritage policies and how it can serve policy-making processes. The course will integrate the knowledge gained in the first half of the project and will test the OpenHeritage database.

## 7.4 Communication, Dissemination and Knowledge Sharing Activities per Target Audience

	Local actors	Local administrations	Financial partners	Professionals and researchers	Policymakers
Project website	V	V	V	V	V
Web-based Heritage Points	V	V	V	V	V
Project social media channels	V	V	V	V	V
CHLs' social media channels	V	V		V	

Advisory Board activities			V		V
Partners' channels			V	V	V
Liaison with related projects		V	V	V	V
Academic journals				V	
Policy briefs		V		V	V
Project leaflet	V	V	V	V	V
Video reports		V		V	V
OpenHeritage database		V	V	V	V
Local outreach and capacity building activities in CHLs	V	V			
National workshops in CHLs		V	V	V	V
OpenHeritage Dialogues		V	V	V	V
Informed Cities Forums		V	V	V	V
Training programme for professionals			V	V	
Study course curriculum				V	

*Table 4. OpenHeritage's communication, dissemination and knowledge sharing activities per target audience.*

## 8. Visual Identity

The project visual identity is currently developed by project partners (MRI, EUTROPIAN and ICLEI). It will include a project logo and a colour scheme, the design of the project website and templates for Word and PowerPoint documents. An InDesign template for the OpenHeritage Policy Briefs will be prepared by ICLEI.

The project partners agreed the following design of the project logo:

- (a) horizontal version



(b) vertical version



As defined by the Grant Agreement, all project communication and dissemination product will include the EU logo and the information about funding as follows:



This project has received funding from the European Union's Horizon 2020 research and innovation programme under grant agreement No 776766.

The disclaimer excluding responsibility of the funding agency should be included in all dissemination of project results. The following example can be used for this purpose:

The sole responsibility for the content of this publication lies with the authors. It does not necessarily represent the opinion of the European Union. Neither the EASME nor the European Commission is responsible for any use that may be made of the information contained therein.

## 9. Roles and Processes

As the Leader of WP 6 'Dissemination and knowledge sharing', ICLEI is responsible for steering the communication, dissemination and knowledge sharing activities of project partners. Such activities are expected from all project partners as they all are involved in the implementation of WP6. The detailed description of responsibilities' distribution is presented in the Work Plan of WP6, which is included in Annexe 1.

For planning and coordinating project partners' activities in communication, dissemination and knowledge sharing, the following approach to internal communication is suggested:

- discussion involving all project partners – at the Consortium Meetings (every six months);
- review at the WP Leaders level – during bi-monthly online meetings of the Project Management Board;
- setting up a Communication Task Force (Comms Task Force), which includes one representative from ICLEI, MRI and EUTROPIAN (and other partners on request). The Comms Task Force should have monthly calls from M2 to M6, as this period is a vital phase of the

project website and visual identity preparation. The further schedule and composition of the Comms Task Force calls to be decided in M6.

- coordination with the CHLs. Once CHLs start the implementation of their Local Action Plans (LAPs) in M13, their activities will play a significant role in the project's communication. Furthermore, the local partners managing the CHLs will be closely involved in the project's dissemination and knowledge sharing activities. Hence, regular communication with them will be crucially important. For ensuring it, an ICLEI representative can join the regular calls between the WP4 Leader (MRI) and the local partners coordinating CHLs. Alternatively, this communication can be organised as monthly 30-minute calls between ICLEI, MRI and each CHLs partner (one CHL partner in a call).

Furthermore, the regular update of the project website and Heritage Points is of importance for the effective project's communication and dissemination. It is suggested that each CHLs publishes minimum one update per month at its Heritage Point and that all partners regularly submit their news for the website (e.g., about progress or important developments in their tasks). The social media channels of the project should be updated at least weekly, and the project website homepage should be updated at least bi-weekly.

## 10. Impact Indicators

The impact of the OpenHeritage project will be assessed against a set of target indicators (see DoA, pp. 35-36). Those indicators that are related to communication, dissemination and knowledge sharing activities are summarised in table 5 below. (For the website and database, the assessment will be made based on the statistics in the last six months of the project.)

Channel or activity	Measurement unit	Target indicator
Website	Users	100-200 per CHL per month
	Visits	500 per CHL per month
	Visits outside of the CHLs and OCs	100 per month
Database	Visits	200 – 500 per OC country per month
	Visits by municipal and heritage professionals	20-40 per participating country per month
OC video reports	Views	1,000 per video
CHL Facebook pages	Followers	200 per CHL site
CHL crowdsourcing activities	People engaged	100 per HL
CHL crowdfunding activities	People engaged	50-80 per CHL
CHL capacity building activities	People participating	40 per CHL
CHL major events	Events	15-20 per CHL
CHL coverage in local and national media	Articles	3 per CHL country
Informed Cities Forums	Municipalities attending	30-50 per conference



OpenHeritage Dialogues	Professionals participating	90 (total)
National workshops	Participants	40 per CHL country
Training programme	Media articles about them	2 per country
	Professionals attending	15-20 per country
	Investors and entrepreneurs attending	5 per workshop
University course	Curriculum	1
Policy briefs	Municipalities receiving	150
Conference papers about the potential of the inclusive model	Papers	8
Peer-reviewed journal articles	Articles	1 per university partners and MRI
Conference and workshop papers on re-use business models	Papers	2-4

*Table 5. OpenHeritage's impact indicators.*

## 11. Monitoring and Evaluation

Many of the project impact indicators are based on the statistics about the visit to the project website, Heritage Points and database. Hence, the progress regarding these indicators will be monitored and discussed during the regular Comms Task Force calls (at least bi-monthly). As EUTROPIAN hosts the website, it is believed to have such information readily available.

An online monitoring tool will be established by ICLEI to keep track of project communication and knowledge sharing activities conducted by project partners. This tool represents an online questionnaire, which allows for quick and convenient reporting by partners on their communication, dissemination and knowledge sharing efforts. All partners are requested to fill in the questionnaire on a regular basis, preferably, as soon as they have performed a communication activity or at least monthly. The completeness of the information submitted via the monitoring tool will be reviewed by ICLEI a week before Project Management Board meetings, and the results of the review will be discussed during the meetings. If necessary, ICLEI will send reminders encouraging partners to submit the information about their communication activities.

Project partners' submissions via the online monitoring tool will further play a vital role in the evaluation of the project's communication, dissemination and knowledge sharing activities and their reporting to the European Commission.

## 12. Timeline

[illegible]

## WP 6 Work plan

[illegible]

[illegible]